MILE HIGH STANDARDS

Improving Passenger Safety and Working Conditions at DEN

OCTOBER 2017 | SEIU LOCAL 105

EXECUTIVE SUMMARY

The Denver International Airport (DEN) is a significant economic engine for the City of Denver and for the State of Colorado. The airlines that operate from DEN have benefited from billions of dollars in taxpayer support and tax relief nationally. In recent decades, airlines at DEN have pursued a strategy to outsource critical frontline safety and security roles at the airport to low-road contractors. The result is increased turnover and an untrained workforce that raises safety and security risks at the airport.

From 2002 to 2015, airlines cut more than 100,000 direct jobs nationwide—even after they attracted more passengers than ever. An analysis of data from the U.S. Department of Labor's Bureau of Labor Statistics indicates that, during that time, U.S. airlines cut direct employment by 20 percent, while increased outsourced jobs by 37 percent.

In outsourcing these jobs, airlines have attempted to outsource the risk inherent in these types of critical, frontline jobs, while also cutting costs. Often, these contracts are awarded to the lowest bidder. Such cost cutting leads to high turnover—in some cases more than 100% annually—reductions in staffing, and inadequate training and maintenance of equipment. There is a strong body of research linking low wages with high employee turnover and poor performance, especially regarding security.

One group disproportionately impacted as airlines have moved to a widespread outsourcing of many front-line positions at our nation's airports has been passengers with disabilities. Positions for wheelchair attendants have been outsourced across the country, including at DEN. And, contrary to some job types, the number of complaints related to service to passengers with disabilities is routinely tracked, allowing us to see the sharp rise in the number of complaints.

Results of a DEN workers survey reveal airport service workers are not being adequately trained to handle emergencies. In fact, the United States Congress began to address deficiencies in airport safety by passing the Gerardo Hernandez Airport Security Act of 2015 (Hernandez Law) named after a Transportation Security Agent that fell in the line of duty during a shooting at the Los Angeles International Airport. This perspective is analogous to the "Whole Community" policy adopted by the Federal Emergency Management Agency (FEMA). The Whole Community policy involves all stakeholders in emergency response planning, training and exercises.

A Whole Community approach should include:

- Comprehensive and uniform quality standards with respect to service contractors that operate at the airport.
- Stabilize worker turnover through establishment of wage and benefits standards for the subcontracted service workforce.
- Worker retention requirements to prevent the loss of experienced workers when airlines replace contractors performing outsourced work.
- Establish baseline training requirements for the subcontracted service workforce. The Hernandez Law specifically identifies a schedule of joint exercises and training to be conducted by the airport, the federal government, and stakeholders such as airport and airline tenants. These should include all airport service workers.

Los Angeles International Airport (LAX) and San Francisco International Airport (SFO) have established robust quality assurance mechanisms through contractor licensing programs. The City of Chicago enacted similar standards at O'Hare and Midway airports this year.

DEN's workers and traveling public deserve the same high standards as employees and passengers at other major airports. Denver currently lacks a formal program to hold contractors accountable beyond basic badging and permitting requirements. A November 2016 audit report from the City of Denver Office of the Auditor found significant opportunities to "strengthen internal controls in the area of contract monitoring and compliance."

To address the problems associated with low-road contracting, Denver officials should enact the following policy recommendations already in place at major airports:

- Labor Harmony—labor disputes between workers and their employers can be disruptive to airport operations. Labor harmony provisions can ensure workers and their employers provide quality passenger service in times of discord. Through their union, airport workers have also been able to advocate for the training and equipment they need to handle multiple threats—from infectious disease to armed attacks.
- Living Wage of at least $15 an hour—low wages directly result in increased turnover. High turnover results in a workforce that is less trained, less experienced, and less prepared to provide quality passenger service and security.
- Worker Retention—a reliable skilled, stable, and qualified workforce is essential for providing the level of quality service expected from a world class airport.
- Emergency Response Training—workers at DEN face a variety of challenges including how to respond in an emergency such as an active shooter, natural disasters, and medical situations. DEN should adopt a "Whole Community" approach to safety with that includes contracted service workers.

Airlines operating at DEN are very profitable, and benefit from substantial public financial support and investment. Other airports have taken steps to ensure that if airlines choose to outsource services, they must still invest in a stable, well-trained contractor workforce that can provide for their families. Denver International Airport can do better.

INTRODUCTION

The Denver International Airport (DEN) is a major economic engine for the City of Denver and for the State of Colorado. The airlines that operate from DEN have benefited from billions of dollars in taxpayer support locally and nationally. Unfortunately, in recent decades, airlines at DEN have pursued a strategy to outsource critical frontline safety and security roles at the airport to low-road contractors. The result is increased turnover and increased safety and security risks at the airport.

A survey of contracted airport workers at Denver International Airport (see Pages 4 and 5 for a more full discussion of results) found startling gaps in employee training with regard to safety and security.

Airlines that benefit from taxpayer dollars have a responsibility to support the communities that make their success possible. But not only do they take billions of dollars in public money every year, they also have rigged the system to further boost their profits at the expense of taxpayers, working people, and passenger safety. Working together, airport stakeholders can make sure airlines pay their fair share in taxes, keep airports safe and secure, and support good jobs, including the right to form a union.

DEN AIRLINES BY MARKET SHARE

United: 42.25%

Southwest: 29.39%

Frontier – 11.67%

American – 5.47%

Delta – 5.29%

All Others – 5.93%

How Airlines at Denver Are Driving Down Wages, Creating Risks for Passengers, Workers

Airport jobs used to be good jobs, but over past decades airlines have increasingly outsourced passenger service positions such as baggage handling, wheelchair assistance, and cabin cleaning to low-road contractors.[i] Airlines use this model to drastically drive down pay and benefits. Today, thousands of people working at the Denver airport who provide critical services to airlines are simply not paid enough to make ends meet. Some wheelchair attendants, for example, are paid as little as $9.30 and unreliable tips.[ii] They are forced to rely on public assistance just to feed their families.[iii]

From 2002 to 2015, airlines cut more than 100,000 direct jobs—even after they attracted more passengers than ever.[iv] An analysis of data from the U.S. Department of Labor's Bureau of Labor Statistics indicates that, during that time, U.S. airlines cut direct employment by 20 percent, while increasing outsourced jobs by 37 percent.[v]

A Troubling History: Airlines at DEN Use Contractors, Creating Safety and Legal Problems

In April 2017, PrimeFlight Aviation Services, which provides contracted services to U.S. carriers including United Airlines, was named as one of the "dirty dozen" employers for workplace health and safety by the National Council for Occupational Safety and Health. The group's report cited "a growing dossier of safety violations" and noted that employees who were assigned to "tasks which involve handling toxic materials, heavy lifting and other hazards have not been provided proper equipment, training and support to do their jobs safely."

In another example, a contracted baggage handler employed by Prospect Aviation Services was killed at the Detroit Metro Airport while loading baggage on to a plane using a belt loader. In the 2014 case, the Occupational Safety and Health Administration (OSHA) found that the belt loader had a faulty brake and the employee using it had not been trained following a previous belt loader accident. OSHA cited Prospect for seven serious violations and issued a penalty of $23,000. The baggage handler, VonDre Gordon, left behind a partner of five years, two children, six brothers, and his parents.

In 2016, Menzies—operating as Simplicity in DEN—was fined a total of $62,000 by the Washington State Department of Labor & Industries concerning 16 violations of state worker health and safety laws. Twelve (75%) of those violations were deemed "serious" and seven of those received the maximum fine of $7,000. Violations are deemed serious when there is a substantial probability that death or serious physical harm could result.

IN THE WORDS OF THE WASHINGTON STATE DEPARTMENT OF LABOR & INDUSTRIES:

> *"Menzies Aviation did not provide safety devices, safeguards, work practices, processes and the means to make the workplace safe from hazards that were causing, or likely to cause, serious physical harm to ramp agent employees who handle cargo and passenger baggage at SeaTac Airport, Seattle, Washington."*

> *"Menzies employees have approximately a four times higher injury rate than other employees in their risk class."*

DEN Workers: On the Frontlines of Passenger Safety and Service

In outsourcing these jobs, airlines have attempted to outsource the risk inherent in these types of critical, frontline jobs, while also cutting costs. Often, these contracts are awarded to the lowest bidder. Such cost cutting leads to high turnover—in some cases more than 100% annually[vi]— reductions in staffing, and inadequate training and maintenance of equipment. There is a strong body of research linking low wages with high employee turnover and poor performance, especially regarding security.[vii]

A survey[viii], conducted in late September and early October, 2017, of 100 airline contracted service workers at Denver International Airport, identified a number of troubling trends with regard to turnover, training and wages.

The largest group of workers surveyed identified as cabin cleaners (38 surveys) and the second largest was wheelchair attendants (25). 15 surveys were completed by baggage handlers, while a smaller number were completed by workers who operate trucks that provide lavatory and water service for aircraft.

More than 70% of those surveyed reported that they primarily serve United Airlines passengers and planes.

Among the findings of the survey:

Airport Workers Receive Low Wages: Overall the workers surveyed report making an average of just $11.12/hour. Baggage handlers report making just $9.91/hour while wheelchair attendants reported an average wages of $10.01/hour.

Many Airport Worker Lack Access to Healthcare: 2/3 of all respondents (66%) reported that their company does not provide health benefits, while only 18% of respondents reported that they receive individual health care through their job.

The Workforce Has High Turnover: As the academic literature on this subject would suggest, low wages and poor benefits leads to high turnover. For all airport workers who reported the length of time on the job, 67% have been at the airport a year or less. Among wheelchair attendants, turnover appears even higher, 82% of those who reported length of time on the job have been there a year or less.

The survey found shortcomings in Emergency Response training: Those surveyed regularly identified gaps in emergency response training.

- Just 1/3 of wheelchair attendants surveyed said they felt appropriately prepared to react to emergency scenarios at the airport.
- For workers overall, less than half of those who responded (44%) said they felt prepared to respond to emergency scenarios at the airport.
- Two thirds of wheelchair attendants surveyed said they did not know where to direct passengers during emergency scenarios.
- For workers overall, less than half (45%) said they knew where to direct passengers during emergency scenarios.
- Among Cabin cleaners, nearly 40% said they were not trained in proper emergency response if a dangerous or contaminated item is found in the cabin.

The survey found Health and Safety Issues for Cabin Cleaners: Cabin cleaners also reported shortcomings with regard to health and safety practice and training:

- 37% of cabin cleaners (14 of 38) reported that they do not have the proper equipment to work around human fecal matter.
- Only 14 of 38 (37%) cabin cleaners reported that they are trained in proper emergency response when ingesting chemicals or toxins.

The survey found issues with Wheelchair Safety

2/3 of wheelchair attendants surveyed reported that they have had to push the wheelchair and handle the client's luggage at the same time. Generally, multitasking by wheelchair attendants has been identified as a safety risk for passengers with disabilities. Wheelchair agents should have both hands available to maximize control of the chair and the occupant's safety.

The Air Carrier Access Act (ACAA), which mandates airline services for passengers with disabilities, requires airlines to transport gate checked or carry-on luggage.[ix] However, ACAA rules do not specify how airlines fulfill this requirement and are silent as to whether this duty being performed by the same attendant or separately. This opens the door to airline service contractors burdening wheelchair attendants with pushing a wheelchair while simultaneously pulling a piece of luggage.

At San Francisco International Airport, the airport adopted a specific policy to address this concern which reads, in part:

> *Wheelchair attendants are prohibited from simultaneously performing other services while assisting our passengers with disabilities.*

And multiple non-profit organizations that serve people with disabilities caution wheelchair attendants to use both hands when pushing wheelchairs[x] and, maintaining control of the wheelchair when descending ramps, crossing bumps or curbs.[xii]

A "Whole Community" Policy Approach Airport Safety

As the survey results reveal, airport service workers are not being adequately trained to handle emergencies. In fact, the U.S. Congress began to address deficiencies in airport safety by passing the Gerardo Hernandez Airport Security Act of 2015 (Hernandez Law) named after a Transportation Security Agent that fell in the line of duty during a shooting at the Los Angeles International Airport.[xii]

"Contracted workers are the eyes and ears of the 6th busiest airport in the country," says Charles McGee, a former cabin cleaner at DEN. "These hardworking people are there from the moment you walk in and check your bag to the moment you get off of off your flight, as cleaners run in behind you to clean it, or a wheelchair attendant helps you if you are a senior citizen or have any disability, and so on. It's a no-brainer that all contracted workers should be trained in case of health emergencies or, god forbid, another airport tragedy."

—Charles McGee, former cabin cleaner at DEN

The Hernandez Law sets new expectations that all airport workers play a role in ensuring public safety and security, whether they are sworn law enforcement or service workers directly employed by airports and airlines or by their contractors. This perspective is analogous to the "Whole Community" policy adopted by the Federal Emergency Management Agency (FEMA). The Whole Community policy involves all stakeholders in emergency response planning, training and exercises. However, FEMA's approach may be thwarted in airports by the widespread phenomenon of outsourcing. Contract service workers may be an effective asset in emergency response, but only if the corrosive effects of low wages and cost-cutting are addressed. [xiii]

> *Passengers are placed at greater risk when airport service workers are not included in airport emergency response coordination and communications, and when airlines award passenger service contracts based on the lowest bid rather than investing in a stable, well-trained, well-equipped workforce.*

In practice, addressing the evacuation and care of persons– especially persons with disabilities – or developing methods for communicating with travelers requires close engagement with the companies and their employees responsible for carrying out these functions. These workers are often the "first" first-responders. [xiv]

Four Ways to Establish a "Whole Community" Approach:

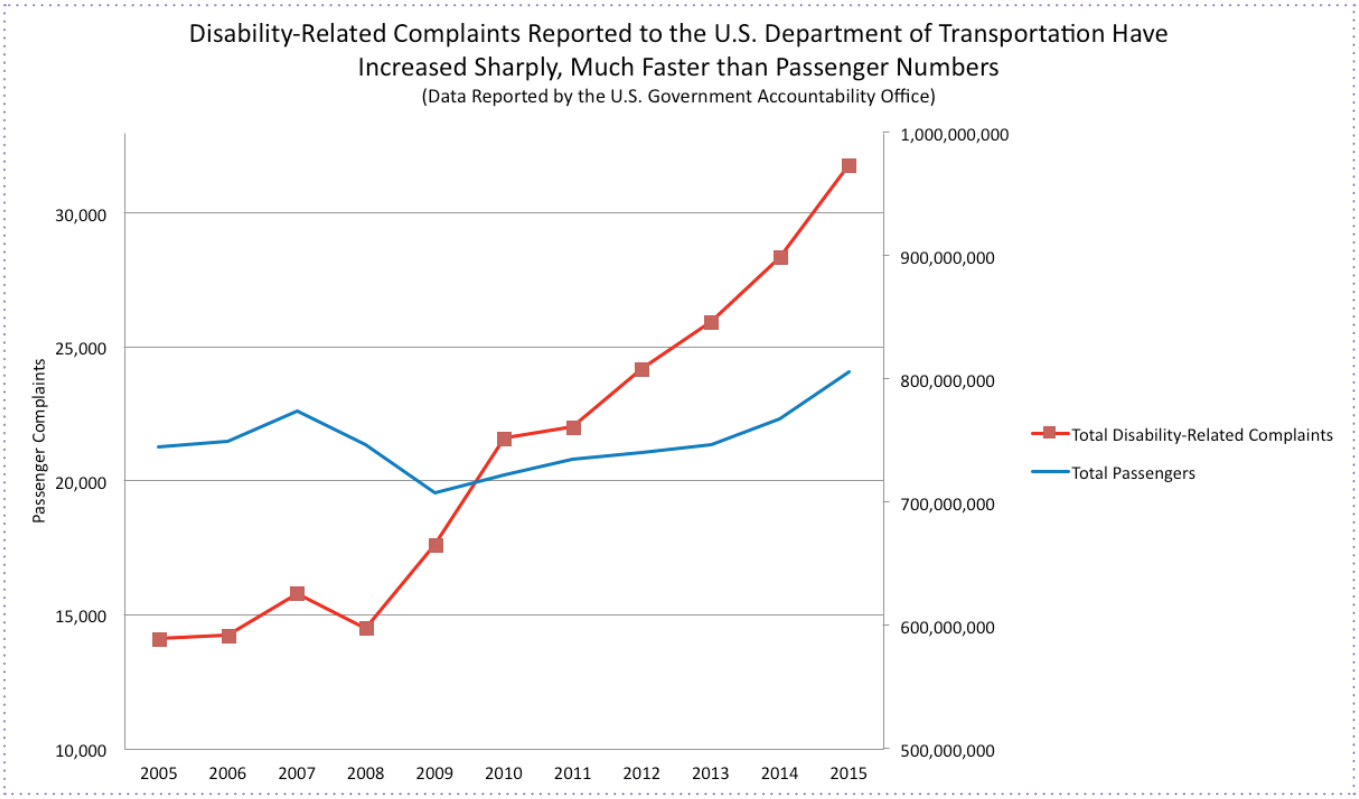
- Comprehensive and uniform quality standards with respect to service contractors that operate at the airport.
- Stabilize worker turnover through establishment of wage and benefits standards for the subcontracted service workforce.
- Worker retention requirements to prevent the loss of experienced workers when airlines replace contractors performing outsourced work.
- Establish baseline training requirements for the subcontracted service workforce. The Hernandez Law specifically identifies a schedule of joint exercises and training to be conducted by the airport, the federal government, and stakeholders such as airport and airline tenants. These trainings should include all airport service workers.

> *"Airlines are a multi-billion dollar industry. We need them to commit to investing in public safety. It is well known that when you have great employees that are well trained, who have great leaders, and receive great pay, it fosters stability and professionalism in the workforce. That professional and stable workforce can be a major asset when the unexpected occurs."*
>
> ***LaPonda Fitchpatrick**, retired Capt.*

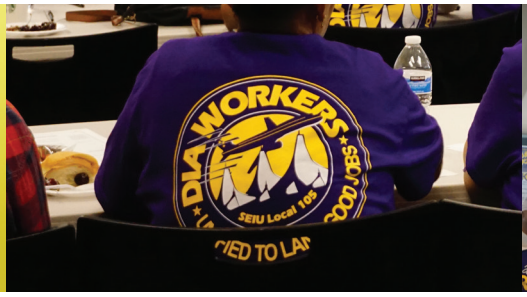
Disabled Passengers Languish as Airlines Continue Outsourcing Services Positions

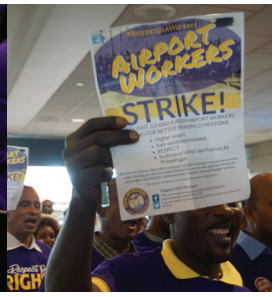
As airlines have moved to widespread outsourcing of many frontline positions at our nation's airports, one group that has been disproportionately impacted has been passengers with disabilities. Positions for wheelchair attendants have been outsourced across the country, including at DEN. And, contrary to some job types, the number of complaints related to service to passengers with disabilities is routinely tracked. It's revealing that as more work is outsourced to contractors (who often times lack the training and resources they need) the sharper the rise in the number of complaints.

Across the airline industry, the number of complaints related to service to passengers with disabilities has increased significantly since the Department of Transportation began collecting data in 2005. From 2005 to 2015, the total number of complaints increased 125% while the number of passengers increased by 8%.[xv]



Meanwhile, multiple recent surveys of airport workers have suggested a troubling lack of training among contracted workers related to service for passengers with disabilities. A 2017 report, based on interviews with contracted wheelchair attendants at New York-area airports, found that workers report that they have not received training on how to assist passengers who do not need wheelchair assistance, such as those with hearing, vision, or other impairments.[xvi] Another report, in the wake of the tragic 2017 shooting at Ft. Lauderdale-Hollywood International Airport found that among contracted wheelchair attendants surveyed, just 43% reported having been instructed in what to do in an airport emergency while pushing a passenger in a wheelchair.[xvii]





Airlines Profit off the Backs of Taxpayers

In the 1990s, taxpayers supported the construction of Denver International Airport to the tune of $4.8 billion.[xviii] And Denver isn't alone. The United States' aviation infrastructure upon which airlines rely, including airports, air traffic control, and other underpinnings of commercial aviation, cost an estimated $1 trillion to build and almost entirely with federal grants and tax-free municipal bonds.[xix]

That taxpayer support for airlines is ongoing. A recent report from the Economic Roundtable found that the U.S. commercial aviation industry receives an estimated $13 billion in annual tax subsidies.[xx] Denver's largest airline, United Airlines, is a perhaps the largest historical recipient of taxpayer subsidies among U.S. airlines. A 2015 report found that United has received more than $44 billion in public support, ranging from bankruptcy debt relief to tax breaks on jet fuel.[xxi] The report estimated that more than 98% of the subsidies considered for this figure have come since 2000.[xxii]

$15/Hour Minimum at DEN Would Save Taxpayers an Estimated $16 Million/Year.

Industry-wide, a report from U.C. Berkeley economists found that while airport jobs used to be good jobs that allowed people to support their families, increased contracting out of these services has led to dramatic declines in wages. In one striking example, the report found that between 2002 and 2012, baggage handlers saw a *45% decline in real wages,* as rates of outsourcing skyrocketed.[xxiii]

A June 2017 report from the Economic Roundtable examined the potential impact of airports nationwide instituting a $15 an hour minimum wage. The report found that such a change would bring more than $3.8 billion in additional economic activity nationwide in the first year alone. In addition, the report found that because airport workers are often paid so little, they are forced to rely on public assistance.

An increase to $15 an hour would save taxpayers nationwide more than $433 million a year

The report found that for Denver International Airport, an increase to $15 an hour would benefit more than 6,200 workers and, because of decreased reliance on public assistance programs for necessities like food and health care, would save taxpayers more than $16 million.[xxiv]

There are just under a quarter million U.S. airport workers with wages under $15 an hour, while the airline industry receives billions annually in public subsidies. Raising the wage floor of U.S. airport workers to $15 an hour will lift many households out of poverty, reduce dependence on public assistance, support 22,512 new year-round jobs and stimulate $3.78 billion in added local sales. As this raise gets spent, it will boost tax revenues that pay for crucial government services."

***Patrick Burns**, Lead Author of Flying Right.*

It's Time to Protect Passengers and Workers at DEN

Increasingly, city councils, mayors, airport authorities and other public officials are recognizing the risks posed by largely unregulated outsourcing at our nation's airports. Additionally, large numbers of airport workers themselves began joining together to organize into unions with the Service Employees International Union (SEIU) in order to improve their working conditions, leading to improvements in airport operations and good, union jobs that make family life possible—a roof over their heads, food on their tables, paid time off, and health care. Since these workers began joining together in 2012, 118,000 airport workers have won raises and other job improvements and 23,000 have won a union with SEIU.

Public officials, workers, and their unions have collaborated to address outsourcing concerns with effective policy solutions. Airport officials and workers at airports in Los Angeles, San Francisco, Chicago, Philadelphia, and Miami have taken proactive steps to secure and advance their interests in promoting stable operations, quality performance, and strong safety and security standards.

In particular, Los Angeles International Airport (LAX) and San Francisco International Airport (SFO) have established robust quality assurance mechanisms through contractor licensing programs. The City of Chicago enacted similar standards at O'Hare and Midway airports in 2017. These initiatives serve as examples of what Denver International Airport can do to ensure the highest standards of safety, security, and service for airport workers and passengers.

STRONG UNIONS OF WORKING PEOPLE ARE THE SOLUTION

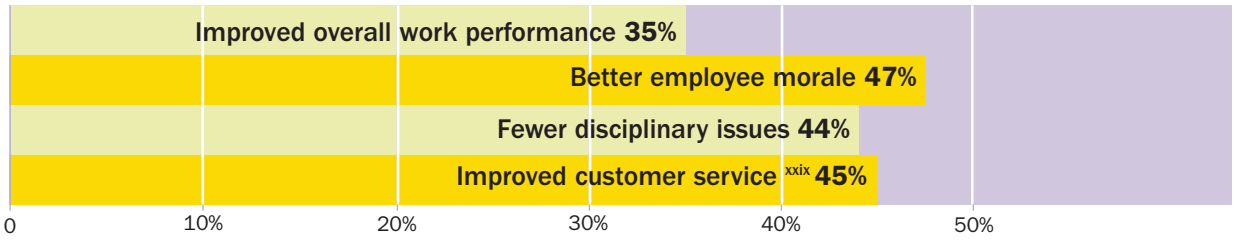
When critical, frontline passenger service workers and security officers win unions and negotiate better wages and working conditions, the public wins.

Working mothers and fathers can provide for their children. Passengers —including those with disabilities— benefit when experienced workers stay on the job and get the training they need to keep people safe. Taxpayers see a better return on their investment. Communities—especially communities of color—see more economic activity and growth.

San Francisco International Airport's Quality of Service Program (QSP)

Established in 1999, the Quality of Service Program (QSP) was designed to ensure safe and high quality service "through the implementation of minimum standards for safety, equipment and vehicle maintenance, and employee hiring, training and compensation and benefits."[xxv] A research study found that the living wage provisions of the QSP reduced turnover dramatically, by an average of 34%.[xxvi] And among contracted security screeners, QSP cut turnover from 110% to less than 3%.[xxvii] Additionally, SFO implemented labor peace rules that allow airport workers to organize, finding that it was "essential" to the airport's interests.[xxviii]

Following the First Year of the Program, Employers of QSP-Covered Workers at SFO Report ...



More than a decade after implementation, SFO Airport Director John Martin summed up the "overwhelming success" of the QSP:

> *Airport safety is not well served when exhausted employees have to work two jobs just to make ends meet. The program's success rate can be measured by the extraordinarily high retention rate of our employees. A living wage means a fighting chance.*[xxx]

Los Angeles International Airport's Certified Service Provider Program (CSPP)

In 2010, the City of Los Angeles acknowledged that it had a proprietary interest in applying a targeted version of the City's Living Wage Ordinance (LWO) to ensure that airport employees receive a living wage in order to "maintain quality service delivery and provide a secure transportation complex for the traveling public."[xxxi] In its decision, Los Angeles cited the results achieved at SFO – "improved job performance across the entire range of airport security and safety areas"[xxxii] – as well as its own findings that employers under the LWO had significantly less turnover than comparable non-LWO firms.[xxxiii]

Los Angeles World Airports (LAWA), the governing body at LAX, also recognizes the important role that outsourced workers can play in safety, security, and the public's perception of services. In 2014, LAWA implemented the Certified Service Provider Program (CSPP) in order to "increase customer service quality, improve vehicle and equipment safety, optimize facilities use and enhance employee training at LAX."[xxxiv]

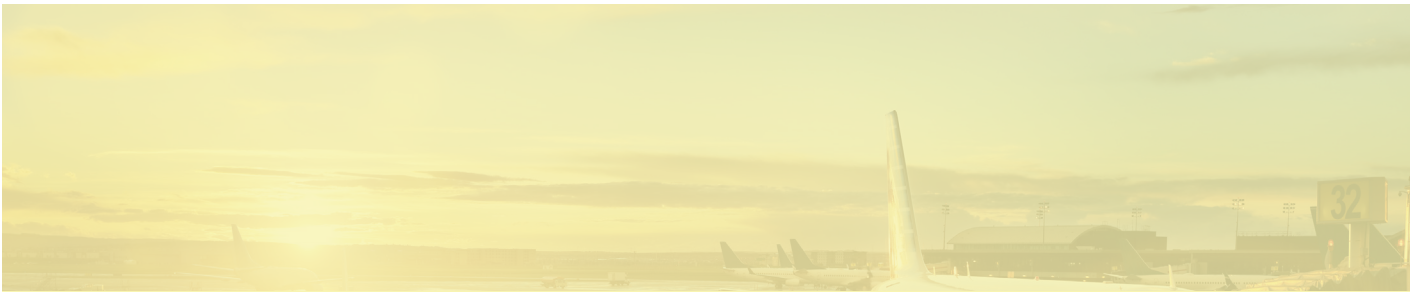
Once licensed under the CSPP, contractors must follow training, equipment, and safety standards, and can be penalized or decertified for failing to meet these obligations.[xxxv] This includes a requirement that airline contractors abide by the airport's living wage and worker retention ordinances. [xxxvi] Other enhancements under the CSPP include:

- **Labor Harmony:** Licensed contractors must have a labor peace agreement with a Union or other organization in which employees participate. The CSPP also requires that companies that cannot reach a labor peace agreement submit to mediation.[xxxviii]
- **Emergency Preparedness:** The airport licensed contractors must submit an emergency response and evacuation training program in line with the airport's plan.[xxxviii]
- **Wheelchair Services:** All equipment must be maintained in good, safe working condition. Broken or damaged wheelchairs must be immediately removed from service. Contractors must provide communication devices and federally-mandated training to personnel.[xxxix]

Chicago: High Quality Service, Better Wages and the Right to Form a Union

In Chicago – including at O'Hare International Airport, one of the country's busiest, where just last year contracted workers filed 80 wage theft complaints totaling $1.2 million in stolen wages[xl] – a new licensing program has been patterned after the Los Angeles model. Mayor Rahm Emanuel, City Council, and SEIU Local 1 collaborated[xli] on a permitting and training plan that includes better wages, the right form a union, help ensure safety and security, improve vehicle and equipment safety, and maintain high quality customer service (among other goals).[xlii]

The Certified Service Provider License Agreement requires contractors providing services at the Airports to pay a base wage of at least $13.45 an hour, indexed to inflation. Workers who raise safety or security concerns are protected from employer retaliation[xliii], and interested parties, including the Union, are working together to ensure that licensed contractors establish written training programs for all employees and that training is kept up-to-date.[xliv]



Like its predecessors at LAX and SFO, Chicago's license program institutionalizes high standards by holding airlines and their contractors accountable to explicit performance requirements. If Chicago's airport management finds that a contractor is failing to meet these requirements, they have remedies up to and including terminating the license.[6]

> *"Labor peace is important for the value of the gates at our airports, making it important for those who operate, work in and travel through them."*
>
> ***Roderick Sawyer,*** *Chicago Alderman*

Raising Standards for DEN Passengers and Workers

Denver International Airport's workers and traveling public deserve the same high standards as employees and passengers at other major airports. Denver currently lacks a formal program to hold contractors accountable beyond basic badging and permitting requirements. A November 2016 audit report from the City of Denver Office of the Auditor found significant opportunities to "strengthen internal controls in the area of contract monitoring and compliance."[xlvi]

To address the problems associated with low road contracting, Denver officials should enact the following policy recommendations already in place at major airports:

- **Labor Harmony -** labor disputes between workers and their employers can be disruptive to airport operations. Labor harmony provisions can ensure workers and their employers provide quality passenger service in times of discord, particularly during when workers are attempting to organize into a union and the early stages of collective bargaining. In airports where workers have the freedom to form a union, the workforce has been recognized for excellent performance, quality customer service, and high morale. Through their union, airport workers have also been able to advocate for the training and equipment they need to handle multiple threats—from infectious disease to armed attacks.
- **Living Wage of at Least $15 an Hour** - low wages directly result in increased turnover. High turnover results in a workforce that is less trained, less experienced, and less prepared to provide quality passenger service. Workers who must endure long hours at multiple jobs in order to earn a living wage have been proven to be less attentive and may result in compromised passenger service and public safety. The 2,700 passenger service workers at DEN should be able to make ends meet and provide for their families. When stakeholders such as airport workers and their unions, airlines, and contractors work together to improve pay and training standards, turnover goes down and security improves.
- **Worker Retention** – a reliable skilled, stable, and qualified workforce is essential for providing the level of quality service expected from a world class airport. Procedures should be put in place that ensures continuity of trained and experiences workers when airlines switch from one contractor to another.
- **Emergency Response Training** – workers at DEN face a variety of challenges including how to respond in an emergency such as an active shooter, natural disasters, and medical situations. DEN should adopt a "Whole Community" approach to safety with that includes contracted service workers. In addition, passenger service workers whose jobs require them to assist passengers with accessibility needs should additionally receive training on how to assist them and ensure their safety during airport emergencies.

Airlines operating at DEN are hugely profitable[xlvii], and receive substantial public financial support.[xlviii] These other airports have taken steps to ensure that if airlines choose to outsource services, they must still invest in a stable, well-trained contractor workforce that can provide for their families. Denver International Airport can do better.[xlix]

i. Dietz, Miranda, Peter Hall, and Ken Jacobs, "Course Correction - Reversing Wage Erosion to Restore Good Jobs at American Airports."; Sponsored by the University of California, Berkeley, Center for Labor Research and Education and Simon Fraser University, Oct 2013

ii. DEN Worker Survey Sep – Oct 2017

iii. Burns, Patrick, Daniel Flaming, and Halil Toros, "Flying Right, Giving U.S. Airport Workers a Lift", Feb 2017

iv. SEIU Analysis

v. SEIU Analysis

vi. Dietz, Miranda, Peter Hall, and Ken Jacobs; "Course Correction - Reversing Wage Erosion to Restore Good Jobs at American Airports."; Sponsored by the University of California, Berkeley, Center for Labor Research and Education and Simon Fraser University, Oct 2013

vii. CWED Policy Brief, Proposed Minimum Wage Law for Los Angeles: Economic Impacts

viii. DEN Worker Survey conducted Sep –Oct 2017

ix. U.S. 14 C.F.R. 382.91(d)

x. Avenue II Health & Safety Brief

xi. Karman, "How to Push a Wheelchair on Ramps" & "Pay Attention to Wheelchair Safety: Things to Keep an Eye On", and Loddon Mallee Regional Palliative Care Consortium, "How to Push a Person in a Wheelchair"

xii. SEIU Analysis

xiii. SEIU Analysis

xiv. SEIU Analysis

xv. SEIU Analysis of U.S. Government Accountability Office collected U.S. Department of Transportation Data

xvi. "Limited Access: How Poor Working Conditions for Airport Wheelchair Attendants Affect Passengers with Disabilities", SEIU 32BJ

xvii. "Safe Airports: Empowering Passenger Service Workers to Make FLL Safer", SEIU 32BJ, Aug 2017 _

xviii. U.S. Government Accountability Office, Denver International Airport Report, May 11, 1995

xix. Burns, Patrick, Daniel Flaming, and Halil Toros, "Flying Right, Giving U.S. Airport Workers a Lift", Feb 2017

xx. Burns, Patrick, Daniel Flaming, and Halil Toros, "Flying Right, Giving U.S. Airport Workers a Lift", Feb 2017

xxi. Financial & Other Governmental Benefits Provided to American Airlines, Delta Air Lines and United Airlines, Risk Advisory Group, May 14, 2015

xxii. Financial & Other Governmental Benefits Provided to American Airlines, Delta Air Lines and United Airlines, Risk Advisory Group, May 14, 2015

xxiii. Dietz, Miranda, Peter Hall, and Ken Jacobs; "Course Correction - Reversing Wage Erosion to Restore Good Jobs at American Airports."; Sponsored by the University of California, Berkeley, Center for Labor Research and Education and Simon Fraser University, Oct 2013

xxiv. Burns, Patrick, Daniel Flaming, and Halil Toros, "Flying Right, Giving U.S. Airport Workers a Lift", Feb 2017

xxvi. Hall, Peter, Ken Jacobs and Michael Reich, "Living Wages and Airport Security". Preliminary Report, Institute of Labor and Employment, University of California Berkeley, Sep 2001

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xliii. Proposed Ordinance to update the license for Service Providers, City of Chicago, Office of the Mayor. Exhibit A, Section 2.12 Whistleblower Protection

xliv. Proposed Ordinance to update the license for Service Providers, City of Chicago, Office of the Mayor. Exhibit A, Section 2.16

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